

CERM-A

DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
Washington, DC 20314-1000

OM 10-1-3

Memorandum
No 10-1-3

15 December 1995

Organization and Functions
U.S. ARMY CORPS OF ENGINEERS FINANCE CENTER

1. Purpose. This Memorandum:

a. Designates the major organizational elements, responsibilities, and functions of the U.S. Army Corps of Engineers (USACE) Finance Center (UFC), a field operating activity (FOA) of USACE.

b. Establishes policy and prescribes procedures for making changes to the organization, responsibilities, and functions within the USACE Finance Center (CERN-A).

2. Applicability. This memorandum applies to the USACE Finance Center (UFC).

3. References.

a. DMRD 910, Capitalization of the Finance and Accounting Activities.

b. Joint Travel Regulations, Vols I & II.

c. AR 11-7, Internal Review and Audit Compliance Program.

d. AR 37-106, Finance and Accounting for Installation Travel and Transportation Allowances.

e. ER 10-1-2, General Policies.

f. CSR 10-5, Headquarters, U. S. Army Chief of Staff

g. OM-1-1, Headquarters, U.S. Army Corps of Engineers.

4. Definitions. CSR 10-5, APP A, contains a list of definitions frequently used terms such as function, organizational elements, etc.

5. General Organizational Policy.

a. The official organization of the UFC is represented in the five appendices to this OM (A through E). As changes occur, the official structure is that approved in accordance with (IAW) this OM. Force structure management documents, publications, correspondence and organizational charts issued by elements of CERN-A, will be in agreement with the official organization published herein, as modified by any changes that have subsequently been approved IAW paragraph 6 below.

b. Organizational nomenclature. The progression for the CERN-A organization is directorate, or separate office, division, branch, section and unit. Each mission element chief (i.e., directorate chief), will serve as, and be appropriately titled, the deputy director of the UFC for their primary mission area. Non-mission elements below directorate level will be titled offices, and below separate office level elements will be titled divisions. A Deputy or separate office chief who wishes to establish any division, branch, section, or unit with fewer than six positions must provide convincing evidence of the organizational need to establish such element. Exceptions to this policy will be reviewed on a case-by-case basis by the Director.

c. Supervisory ratio. The current Federal target of 1:10 will be used as a guide.

d. Directorate versus office. Designation of "directorate" generally implies a mission operation; office generally implies a support operation. Exception to this rule can be made at the discretion of the Director. (An exception might arise when a separate office has a large staff and the functions are unusually wide-ranging with major involvement in mission accomplishment.)

e. Basis for changes. Only changes in organization and functions that offer clear, demonstrable advantages over the status quo will be considered. If the benefits are marginal, CERN-A will rely on the status quo. To provide the Director, CERN-A with an independent evaluation, proposed changes in organization or functions will first be submitted to the Deputy Director for Administration (DFA) for review, comment and coordination as appropriate. Changes include any additions, deletions, or retitling of organizational elements, or revisions to statements of functions at section level or above. No announcement or implementation of changes will be made until the full process of review and approval is completed.

f. Description of functions. The statement of functions will be maintained in brief form. They should tell in a few words what is done, not how it is done or for whom the function is performed. Such phrases as assists the director, or description of skills involved and workload figures should be avoided in the functions statement although they may be important in a position description.

g. Common functions. Those functions that are common to all organizational elements should not be included in functional statements. Examples: coordination, implementation or preparation of directives, attendance at conferences, technical advice and assistance, field visits, and similar functions inherent in administration of operating functions.

6. Authorities.

a. Deputy directors and separate office chiefs may approve changes below section level, simultaneously providing notice to the DFA. The DFA must notify the principal deputy director (PDD) of CERN-A, of changes below section level.

b. The DFA*s role for proposed changes at section level and higher is to coordinate and integrate such request and present them to the executive office for decision by the Director. The DFA will provide an independent assessment and recommendation for approval or disapproval.

7. Procedures.

a. Proposed changes to organization and functions.

(1) Deputies and separate office chiefs will submit organizational change requests to the DFA for all proposed changes in organizational structure, titles, or functions of elements at section level and above. The request should contain ample explanation of the proposed change so that DFA can make an informed review. As a minimum, the following supporting information should accompany the proposed change: (a) the problem or situation that gives rise to the request for change; (b) the alternatives, including advantages and disadvantages of each alternative; (c) the increases or decreases in costs and force structure if the change is approved; Cd) the coordination performed with counterpart elements that may be affected by the change and their input; and (e) the consequences of maintaining the current organization structure.

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(2) Proposed changes within the DFA of the type and level described in subparagraph (1) above will be submitted to the Director*s office for review by the PDD and approval by the Director. Once the request is approved, the DFA will make the necessary notifications and document changes as required.

b. Proposed changes to the executive office and the basic "top blocks" organization, mission and functions will be submitted to HQUSACE, CERM-M for approval (top blocks are defined as the next level of subordination immediately under the office of the director; i.e, directorate/separate office). For these changes the deputy for.., or separate office chief will submit a coordinated memorandum through the DFA to the director which provides, as background, the information and data IAW paragraph 7 a(1) above. The Director may disapprove such requests, however, approval can only be granted by the HQUSACE. Requests desiring HQUSACE approval will be forwarded to HQUSACE, ATTN: CERM-M.

FOR THE COMMANDER:



ROBERT H. GRIFFIN
Colonel, Corps of Engineers
Chief of Staff

5 Appendixes

- APP A - Executive Office, (UFC)
- APP B - Accounting Quality
- APP C - Administration
- APP D - Accounting Operations
- APP E - Fin Sys Dev, Maint & Training